COMMANDERS DIGEST

FEBRUARY 1, 1973

WHY EMPLOYER SUPPORT FOR THE GUARD AND RESERVE

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Essential Policy for All-Volunteer Force

With the elimination of the draft by June 30 and full implementation July 1 of an All-Volunteer Force—an active duty force at its lowest strength level in years—the need for a strong Guard and Reserve is paramount.

To overcome that need, 150 prominent Americans were recently selected to organize a drive for increased support of the Reserve components. They met with top-level Government officials at Washington, D.C., in December 1972, to form the Advisory Council of the National Committee for Employer Support of the Guard and Reserve.

A principal Defense Department official at the meeting was Roger T. Kelley, Assistant Secretary of Defense (Manpower and Reserve Affairs), who detailed the new role of the Guard and Reserve under the Total Force concept and explained the importance of the National Committee for Employer Support of the Guard and Reserve.

"I should like to put the mission of the National Committee for Employer Support of the Guard and Reserve into a broader perspective—the perspective of the Total Force concept—which is a key individual part of the Nixon Doctrine—and also into the context of the All-Volunteer Force," the Assistant Defense Secretary asserted.

"Our President took stock of our international security commitments early in his Administration," said Secretary Kelley, "and recognized the need to place on our allies' shoulders the responsibilities for their own defenses insofar as manpower was concerned. Out of this conviction came a policy—the policy called the Total Force concept.

"It means that the strength of a nation, or an alliance, is the total manpower of that and other nations supporting us. In this case, the total manpower means not just the strength of the active military forces, but the strength of the Reserve forces as well. With the declaration of the Total Force concept, there followed an important statement by Secretary Laird in August 1970, in which he said that, in any future buildup of the active forces of the United States, the Nation would look to the Guard and Reserve as the initial and primary augmentation force for the active forces. Translated into layman terms, this means simply that instead of turning to the draft—as our country has for most of the last 30 years—to build up the active forces, we would turn to the Guard and Reserve. This gave the Guard and Reserve a mission and a sense of purpose which, for many years, they lacked."

Mr. Kelley explained that such a declaration of policy would mean little, unless accompanied by a series of actions necessary to revitalize the Guard and Reserve and improve Secretary Laird's capability of augmenting the active forces. During the years of the Vietnam buildup, 1965 to 1969, most of the equipment that would otherwise have been assigned to Reserve units was diverted to build up the active forces in Vietnam. The result was that, during the Vietnam buildup period, the combat-serviceable equipment inventories of the Guard and Reserve declined by about $72 million.

SIGNING CEREMONY—Richard C. Gerstenberg (left), Board Chairman and Chief Executive Officer of General Motors, and Secretary of Defense Melvin R. Laird sign the first "Statement of Support" to improve relations between an employer and his employees who are National Guard and Reserve members. The Statement of Support is the first of many steps to improve relations between members of the Reserve components and some employers, who could make it difficult for Guardsmen and Reservists to maintain their two careers. (Official DoD Photo)

"That doesn't begin to describe the criticality of the situation, because much of what was called equipment and counted in the inventory was, in fact, obsolete and could not have been used by those units, had they been deployed or mobilized," Secretary Kelley revealed.

He said that while traveling the Nation in 1969 to be introduced to the military forces "and to get to know Guardsmen and Reservists," he had heard the same report from Guard and Reserve commanders: "'Our principal need is for equipment. Lacking equipment, we cannot train people, and being unable to train people, we cannot convince them of the importance of what they are here for.'"

The combination of no equipment, the inability to train people and a "fuzzy" mission caused thousands of young people in the country to perceive that perhaps the Guard and Reserve were the safest of all havens from the draft and from the responsibilities of the war in Vietnam.

"If you can imagine," the Secretary said, "a better case in point than an organization whose units lacked equipment, whose units were overrun with people who joined them for the wrong reason, whose members and units were ill-trained and lacked a mission. I can't imagine a stronger case really could be made for potential trouble, but that, in fact, was the case of various Reserves."

He revealed that the Guard and Reserve have enjoyed a tremendous revitalization during the past four years. Since that time, the equipment depletion has been corrected by equipment issues valued at $300 million in Fiscal Year 1970, more than $700 million in Fiscal Year 1971, and more than $1 billion the last Fiscal Year. In Fiscal Year 1973, another $1 billion worth of equipment will be applied to the replenishment of Guard and Reserve equipment inventories—combat-serviceable, mission-capable equipment, made available from active force resources.

The total investment of funds in the Guard and Reserve in 1972 was the largest single-year investment ever in the history of the United States, and it represented a larger share of the total budget—almost five percent—as compared with less than three percent in 1969. By the end of Fiscal Year 1978, inadequate inventories, for all practical purposes, will be a thing of the past, Mr. Kelley noted.

Accompanying the buildup of equipment inventories were improvements in the effectiveness of training activities and a thorough reexamination of the manner in which Guard and Reserve units were to become the augmenters of active forces. The readiness ratings of Reserve units—their ability to be deployed and used—were in a "sad state four years ago," he said. However, they have improved annually and the rate of improvement is "spectacular now."

Mr. Kelley then told the officials, "Having heard all of this, you might have, in your mind's eye, recent memory of a Guard or Reserve unit in your community which does not fit the description I have just made. You may think of the Guard and Reserve—as indeed many, if not most, Americans do—as an organization whose members often indulge in 'make work' kind of weekend exercises, which do not, in fact, contribute to the national security."

It became clear to Defense Secretary Laird and other officials, in the course of the revitalization program, that a concerted effort had to be made to educate the American public—and particularly the employers of America—to the real story of the Guard and Reserve, to the fact that the ball game had indeed changed with respect to the position of those units and their capability to take on the renewed and more vital mission.

"And from this recognition of need," Secretary Kelley said, "came the request to James M. Roche, former Chairman of the Board of General Motors (who was appointed last year by President Nixon to chair the National Committee), to take on the responsibility which all of us regarded as key and vital in the implementation of the Total Force concept and in the final attainment of the All-Volunteer Force. We are deeply in his debt for the great leadership that he has given to this effort, as we are in your [the Council's] debt for taking on the responsibility of extending the influence of the initiatives that he has so well started."

Mr. Kelley then described how the draft had been practically eliminated—an objective of President Nixon while still a candidate for the Presidency in 1968.

"This historic accomplishment," Mr. Kelley noted, "in which a Nation that was drafting 300,000 young men a year, and has recently—since 1969—gone down to fewer than 50,000 young men in 1972, and roughly fewer than 5,000 by June 30, 1973, is the result of many combined activities and great efforts on the part of military people, as well as civilians, and a good deal of cooperation from the Congress."

Secretary Kelley stressed that the Guard and Reserve cannot become the effective augmenting force for the active forces in a volunteer environment unless there are sufficient young people in the country who will be attracted to Guard and Reserve service. People who are essentially civilians but also part-time soldiers, sailors, marines and airmen, will not be attracted to remaining in Guard and Reserve units "if they see on the part of their principal employer a reluctance to have them continue in this military avocation because, allegedly, it interferes with their primary job responsibilities."

The Defense Department has the job of educating the public to the vital role of the Guard and Reserve, and, as a companion task, the responsibility of educating the employers to the responsibilities they have in providing an environment in which people can participate in Guard and Reserve activities—if so inclined.

"We recognize in our teamwork with [the Council] that we have a big responsibility," Mr. Kelley said. "Our responsibility, as I have been reminded by Mr. Roche and others, is to be sure that you don't sell a product or describe a product which is better than the one we are turning out. We have to work hard at continuing to improve the Guard and Reserve organization and its quality. And to that I give you our pledge."

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How to Obtain Employer Support

Employers are important partners to commanders and personnel of local Guard or Reserve units. If employers understand and approve of employees' participation in the Guard or Reserve, then the employees' military participation is easy.

But if employers do not understand, if a cooperative two-way street is not established between employers and commanders and personnel of Guard or Reserve units, then problems may occur.

Since Colonial days, employers and citizen-soldiers have been partners in the common defense of community, colony and country.

Nowadays, between one and two percent of the U.S. workforce is needed in National Guard and Reserve units. Fewer employers are themselves active in the Reserves, but almost all still wholeheartedly support their hometown Guard and Reserve.

Obviously, it is the duty of each Guardsman and Reservist—from commander to recruit—to fulfill his share of the responsibilities in a proven and productive partnership with employers. Here are several ways for commanders to win employers' support:

- Inform all employers about drill dates well in advance. Let them know, as far ahead as possible, when drills and annual training are to be held, so that they can schedule replacements, if necessary.
- Iron out problems promptly—and, if need be, personally. If there is any difficulty about meeting drill schedules, talk it over with the employers at once and try to arrive at a mutually satisfactory solution. Establish cordial relationships with employers; good cooperation will usually be received.
- Inform employers about their employees' achievements. Whenever a Guardsman or Reservist is promoted, completes a course, returns from camp, wins an award or does something outstanding, employers should be advised. Let employers know that their Guard or Reserve employees are valued members of the military units and that the employers' cooperation is appreciated.
- Prompt unit members, after returning from a weekend drill or annual training, to discuss the unit's real accomplishments—not just the fun. Most employers were in the Service, too, at one time or another; their stories can rarely be topped.
- Thank employers for their cooperation at least once a year. Some units hold a "Bosses' Night," or extend employers invitations to become Guardsmen or Reservists for a day. Some are taken on an actual field exercise. Some commanders just write warm, appreciative letters. Whatever is done, every employer should be made to know—personally—that his support is recognized and that the commander and the unit are grateful for that support.
- Publish an annual "Financial Report." The local community should be aware of the contributions—made by local Guard and Reserve units and members—to the local economy, through salaries, construction contracts and local purchases.
- Encourage all military ranks to be active citizens in their hometowns. Above all, the unit should be a live, vital element of the community. Commanders and their units should cooperate in community affairs. "Good-turn" projects should be performed whenever possible within the limits of the military mission. One of the benefits will be increased employer support.
- Military training can be used on the job. The Armed Forces operate some of the best technical schools in the world. Most Guardsmen or Reservists are probably graduates of at least one of them. Such training should be used on the civilian job, if possible. Opportunities to improve skills with advanced courses should be taken. Leadership and management experience received in the Guard or Reserve is valuable, too, and can lead to a better job and higher pay in the civilian occupation.

J. M. Roche is the chairman of the National Committee for Employer Support of the Guard and Reserve. On June 22, 1972, President Nixon announced the appointment of Mr. Roche, former Chairman of the Board of General Motors Corporation, as National Chairman of the new Committee. Mr. Roche was with General Motors for 44 years before his retirement as its Chief Executive in 1971.

Born in Elgin, Illinois, on December 16, 1906, he attended LaSalle University before joining General Motors' Cadillac Division in Chicago.

Reserve Units 'Vital' to Total Force Concept

In August 1970, Secretary of Defense Melvin R. Laird announced that, in any future emergency buildup of the Army, Navy, Air Force, Marines and Coast Guard, the initial and primary augmentation would be from the National Guard and Reserve, not the draft.

Thus, close to a million members of the National Guard and Reserve have become an even more vital part of the national security system and are being relied upon more heavily than at any time in our history as a major element of the Total Force—responsible for deterring aggressors and defending this country from attack.

Under the Total Force concept, the Guard and Reserve provide almost 30 percent of the country's military manpower but cost less than five percent of the defense budget.

Defense officials believe that greater use of Reserve components would certainly seem to be a lower-cost way of achieving an available national defense structure—less than it would be to maintain a larger, more costly, full-time force; but the success of the system depends upon keeping the Guard and Reserve fully manned.

The importance of employer support which will encourage employee participation in the Guard and Reserve cannot be overestimated. Without it, manning levels will not be reached.

A nationwide effort is clearly needed to show the benefits to employers—as taxpayers and as businessmen—of their employees' participation in the Guard and Reserve and to obtain broad cooperation and support.

On June 22, 1972, the White House announced the creation of the National Committee for Employer Support of the Guard and Reserve. (See Box, page 4). The committee was established as a joint civilian-military activity to develop better understanding of the importance of the Guard and Reserve to our national security and to encourage a positive attitude toward this lower-cost way of defending America.

Since that time, a 20-member executive committee of top men and women in industry, labor, media, associations and the professions has been formed. It has planned a national campaign. Additionally, the executive committee has visited Guard and Reserve units during training periods and has learned firsthand some of the problems facing Guardsmen and Reservists.

Implementation of the nationwide campaign is programmed for calendar year 1973.

Facts on Guard, Reserve, for Employers

THE ARMY NATIONAL GUARD

The Army National Guard is the largest of the organized Reserve components and supplies the bulk of the Nation's Ready Reserve combat units. It is, by act of Congress, the primary backup force of the U.S. Army, numbering more than 400,000 officers and men serving in more than 3,000 units in about 2,000 communities throughout the 50 states, the District of Columbia and the Commonwealth of Puerto Rico.

The Guard has participated in all United States wars and conflicts, from the Revolutionary War to the Vietnam War, and is entitled to a majority of the 156 battle and campaign streamers on the Army flag. Army Guard units are required by law to conform to the organizational structure of the active Army, and Army Guardsmen must meet the same professional qualifications as their active Army counterparts.

The bulk of the Army Guard forces is assigned to combat-type organizations. The principal forces are: 5 infantry divisions, 1 mechanized infantry division and 2 armored divisions; 24 separate brigades, including 1 airborne, 1 armored, 1 artillery (air defense), 1 support, 2 engineer, 2 military police, 4 mechanized infantry and 12 infantry; and 4 armored cavalry regiments. Other major units are 2 corps artillery units, a strategic communications command and a transportation command.

A distinguishing feature of the Army Guard is that it is the only Army resource with a dual Federal-state mission. Although the Army National Guard has this dual Federal-state status, a Guard unit is never on both state and Federal duty at the same time. When a Guard unit is ordered to active duty by its state governor, it is under his command and is paid from state funds. When ordered to active duty by the President, it is on Federal active duty and is paid from Federal funds. The President's order to active duty supersedes that of a governor.

THE NAVAL RESERVE

The mission of the Naval Reserve today has changed little since its creation in 1887. Briefly stated, the Naval Reserve maintains trained units and individuals to assist the Naval forces in the accomplishment of peacetime functions and to be available for active duty to augment the active Naval forces in time of war or national emergency or at such other times as the national security or interest may require.

The Naval Reserve is organized and administered in two separate but coordinated programs—air, and surface/subsurface—the latter including all programs other than the Naval Air Reserve. Included in the present structure are combat unit components and augmentation components. Combat units consist

of destroyers, destroyer escorts, minesweepers, riverine craft, and other units of Seabees, cargo handlers and undersea warfare equipment personnel. The augmentation components provide trained personnel for augmentation to afloat units, fleet support activities, training activities and shore activities.

The Naval Air Reserve consists of 2 attack carrier air wings, 2 carrier antisubmarine air groups, 12 patrol squadrons—organized into East Coast and West Coast wings—and 3 transport squadrons. These are fully-manned, hardware-equipped and combat-ready squadrons. In time of war, commanders of squadrons in the Naval Air Reserve that are recalled report directly to assigned fleet commanders. In addition to the combat-deployable squadrons, the Naval Air Reserve has training sites for non-flying units. Personnel assigned to those units are the backup to the Reserve air and active duty air squadrons.

It can be said that no matter what the mission, by air or by sea, the Naval Reserve is ready to meet the "Five Ocean Challenge."

THE ARMY RESERVE

The companion service to today's "Action Army" is today's Army Reserve. Equipped with modern aircraft, trucks and other wheeled vehicles, the Army Reserve stands ready to deploy to all parts of the world on short notice.

More than a million strong, the Army Reserve is by far the largest of the Reserve components. Its ranks are filled by men and women from all walks of life, who live in communities located throughout the United States. Army Reservists are plumbers, doctors, mechanics, nurses, secretaries, etc., in civilian life and professional soldiers in military life. They live double lives in support of our national security.

Training is vital to Army Reservists. Rigorous marches, physical exercise, obstacle courses and grueling runs are all part of Army Reservists' means of keeping in shape. Additionally, they spend time in the classroom, keeping abreast of the latest information concerning their basic branches of service. On weekends, Army Reservists train at their home stations, and once a year they spend two weeks of active duty at a host of training facilities throughout the United States. They serve in 3,400 combat, combat support and combat service support units, such as infantry, armor, artillery, engineer, aviation, transportation and medical.

The citizen-soldier tradition goes back to the earliest days of our Nation's history. In two World Wars, the Korean War, the Berlin crisis of 1961 and in Vietnam, Army Reserve members served with dedication and success. Their performance in the Nation's defense has given real meaning to the Army Reserve motto, "Strength in Reserve."

As civilians, and as soldiers, members of the Army Reserve serve America with pride and with determination. They are indispensible members of our country's strong defense team.

THE MARINE CORPS RESERVE

Constant and uncompromised readiness is the mission of the Marine Corps Reserve. To the some 48,000 members in its organized air and ground units, the mission is the message: "Be ready. You're a part of it. If things suddenly get hot in who-knows-where, you may find yourself being swung into action like a Sunday punch. So learn it, practice it, improve it—because someday you might have to use it like the marine you are."

If "someday" should come—when an emergency necessitates rapid expansion of America's Marine forces—the citizen marines and thousands of others like them would put down their tools, their college textbooks, briefcases or slide rules and take up the arms they know equally as well. They would take to the air and to the field as the mobilized 4th Marine Aircraft Wing, the 4th Marine Division and supporting force troops. Infantry battalions, artillery batteries, communications units, jet fighter groups, tank and amphibious tractor companies, helicopter squadrons—all would mesh into a single strategic fighting force and provide the combined strength that goes with the name: 4th Marine Division/Wing team.

Readiness means that the Marine Corps has a Reserve that is a real part of it, and as good as any other part. Readiness means that if "someday" should come, the Marines have a Sunday punch. And the more ready the punch, the less likely that day will ever come.

Being a Marine Corps Reservist takes strength, both physical and mental, and requires the espirit de corps that the Marine Corps has treasured since its inception.

The Marine Corps Reserve is organized into 238 ground and 23 aviation units located in 45 states. These men train as units one weekend each month and during two weeks of active service at regular forces training facilities each summer.

THE AIR NATIONAL GUARD

The Air National Guard is a volunteer military force dedicated to the mutual security of home, state and Nation.

Outfitted with high-performance aircraft and modern equipment, members of the Air National Guard are trained to meet the same exacting standards as their counterparts in the United States Air Force. Within minutes, the citizen-airmen can respond with equal dexterity to the threat of attack or a local emergency.

The Air National Guard, as we know it today, came into being on June 30, 1946, with the activation of the 120th Fighter Squadron at Denver, Colorado. Within six years, the new Air Guard got its first taste of combat, furnishing 45,000 men and 22 wings to augment the Air Force during the Korean War.

In its peacetime status, the Air National Guard trains and serves as an active partner of the Air Force. In its state and community role, the Air Guard is ready to assist in the event of a local disturbance or disaster.

Because they are functioning military units (with basic assets in terms of communications, supply, food service, first aid and advanced medical care, basic weapons, transportation and manpower), Air National Guard units, on numerous occasions each year, perform humanitarian and other emergency services. In some states, the Air National Guard represents the major resources of state authorities for emergencies.

Whether in its basically organized military role or in its more complex, specialized capacity, the Air National Guard provides the states with a capability impossible to obtain—when and where needed—from any other source.

The state/Federal status of the Air National Guard is the same as that of the Army National Guard.

THE AIR FORCE RESERVE

The Air Force Reserve is an important segment of the total Air Force capability. Its mission is to provide immediately available, combat-ready units and trained individuals required to augment the active Air Force in time of war or national emergency or in the event of increased world tensions.

Its ability to fulfill its mission has been demonstrated during the Korean, Berlin, Cuban and Dominican Republic crises. In those instances and in the Vietnam War, the Air Force Reserve has performed outstandingly in concert with its active duty counterpart.

Air Force Reserve flying units include tactical fighter, military airlift, aerospace rescue and recovery, aeromedical airlift, tactical airlift and special operations units. Non-flying units include all support elements for the flying units, such as supply, maintenance, communications, medical, aerial port and postal organizations.

Efforts to make training realistic by performing actual tasks result in significant peacetime augmentation of the active Air Force. For example, Air Force Reserve airlift wings carry defense cargo to all points of the globe in support of the Military Airlift Command (MAC) and perform mercy and special missions globally supporting the Air Force. Air Force Reservists also fly and maintain MAC's first-line C-141 and C-9A aircraft under the Reserve's associate unit program—a program allowing Reservists to work directly with MAC active-duty crews. The Air Force Reserve regularly makes aeromedical evacuation flights, transporting patients to hospitals throughout the continental United States and from nearby off-shore installations.

In addition, thousands of Air Force Reservists apply their special skills in assignments to individual augmentee positions throughout the Air Force.

Close integration of Air Force Reserve units into the commands with which they would serve in an emergency, and the application of the same set of active force performance standards to Reserve units, assure the Air Force of an accurate measure of its total force.

THE COAST GUARD RESERVE

The Coast Guard Reserve is the newest of the Reserve forces. Its mission, like the missions of the other Reserve components, is to provide trained units and qualified persons available for active duty in the Armed Forces in time of war or national emergency, and at such other times as the national security requires to fill the needs of the Armed Forces.

In times of emergency, Coast Guard Reserve personnel would fill positions in the vital areas of port security, vessel augmentation, aviation support, merchant marine safety and radio and loran.

The Coast Guard Reserve is administered by the Commandant of the Coast Guard under such regulations as the Secretary of Transportation, with the concurrence of the Navy, may prescribe. The Chief, Office of Reserve, under the Commandant, is directly responsible for Reserve Affairs, formulates the program and policies of the Reserve, and monitors and reviews the Reserve program.

There are almost 250 organized Reserve training units in the Selected Reserve. Approximately one-half of those units are port security units, which would be mobilized as units and be stationed at specific ports in the event of a national emergency. The remaining units contain fully trained-and-ready augmentation personnel. Upon mobilization, individuals assigned to those units would report to Coast Guard cutters, air stations, radio and loran stations, supply centers and headquarters administrative offices.

During peacetime, the Coast Guard Reserve is a tremendous asset to its active duty counterpart. Reservists assist in search and rescue, buoy tending and small boat safety. Additionally, Reservists assist in the development of plans for oil pollution decontamination. Keeping harbors free from oil spills is one of the newest missions of the Coast Guard Reserve.

SOME RESERVE COMPONENT PAY EXAMPLES FOR COMMANDERS TO KNOW

Grade	Years of Service	Weekend	12 Mo.	+	15 Days AD	=	Total Pay Per Year	Status	Allowances BAQ for AD	Total Pay + Allowances Per Year
					ENLISTED					
E-3	Under 2	$ 47.44	$ 569.28	+	$177.90	=	$ 747.18	Single	$ *	$ 747.18
E-5	Over 6	65.08	780.96	+	244.05	=	1025.01	Married	69.30	1094.31
E-9	Over 22	135.52	1626.24	+	508.20	=	2134.44	Married	92.10	2269.54
					OFFICERS					
O-1	Under 2	$ 75.48	$ 905.76	+	$283.05	=	$1188.81	Single	$ 78.39**	$1267.20
O-3	Over 6	138.20	1658.40	+	518.25	=	2176.65	Married	121.74**	2298.39
O-6	Over 22	253.60	3043.20	+	951.00	=	3994.20	Married	153.09**	4147.29

		Points	Monthly at Age 60	Total Per Year
		RETIREMENT		
E-9	Over 22	3,000	Approximately $212.00	Approximately $2541.00
O-6	Over 22	3,000	Approximately $396.00	Approximately $4755.00

AD Active Duty
BAQ Basic Allowance for Quarters
BAS Basic Allowance for Subsistence

*Under E-4 do not receive BAQ.
**Officers automatically receive subsistence allowance. Figures show total of BAS and BAQ.

Statement of Support for the Guard and Reserve

We recognize the National Guard and Reserve as essential to the strength of our nation and the maintenance of world peace. They require and deserve the interest and support of the American business community, as well as every segment of our society.

In the highest American tradition, these Guard and Reserve forces are manned by civilians. Their voluntary service takes them from their homes, their families and their occupations. On weekends, and at other times, they train to prepare themselves to answer their country's call to active service in the United States armed forces.

If these volunteer forces are to continue to serve our nation, a broader public understanding is required of the total force concept of national security—and the essential role of the Guard and Reserve within it.

The Guard and Reserve need the patriotic cooperation of American employers in facilitating the participation of their eligible employees in Guard and Reserve programs, without impediment or penalty.

We therefore join other members of the American business community in agreement that:

1. Our employees' job and career opportunities will not be limited or reduced because of their service in the Guard or Reserve;
2. Our employees will be granted leaves of absence for military training in the Guard or Reserve without sacrifice of vacation time; and
3. This agreement and the resultant company policies will be made known throughout the organization and announced in company publications and through other existing means of communication.

Secretary of Defense

Chairman
National Committee for Employer Support
of the Guard and Reserve

Title: _____

Employer

_____, 19____

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